

## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM

D/OTE  
1026 CofC

EXTENSION

NO.

DDA REG  
83-4390/L

STAT

DATE

3 October 1983

STAT

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DDA  
7D24, HQS.

4 OCT 1983

4 OCT 1983

R

STAT

2.

APDA

5 OCT 1983

JH

STAT

3.

DDA

10-12-83

J

STAT

4.

5. DDA

4 OCT 1983

JH

STAT

6.

Have now had many discussions, which I will relate to you.

7.

DDA

8.

9.

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14.

15.

In response to [redacted] note (attached) regarding the HIC and other Agency "cultural assets," I am forwarding a folder containing a memorandum written by [redacted] and also containing various background papers relating to this matter.

This is probably a case of "everything you ever wanted to know about the HIC and much more," but I think it will be useful to you in preparation for any upcoming discussions on the matter. I believe that the so-called Agency "cultural" activities with the exception of the Academic Associates Program could and should be made a part of the Center for the Study of Intelligence. Having said that, I am well aware of the political considerations involved and do not really anticipate that such an amalgamation will be possible. It does remain a worthwhile goal, however.

On the question of a possible replacement for [redacted] as Curator of the HIC, I would like [redacted] to be given serious consideration. I believe that given his intellect and interests, he could do a first-class job in that role.

STAT

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Good paper by

(over) 0-110

EXEC REG

5-7

[redacted]

I thought you might be interested  
in the attached. I, too, would be  
interested in [redacted] being  
considered for [redacted] job.

STAT

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[redacted]

13 OCT 1983

SUMMARY

3 October 1983

His attention caught by [ ] end-run memo which seeks to ensure "the continuity, independence and integrity" of the Agency's Historical Intelligence Collection (HIC) after its author's imminent retirement, the DCI is proposing that all of the Agency's "cultural assests" be reviewed from the standpoint of their value, net return to management, and whether they complement one another.

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Those assets--HIC, the History Program, the Center for the Study of Intelligence and Studies in Intelligence, the Coordinator for Academic Relations, and even the Academic Associates Program of OP, are disparate, uncoordinated, and sometimes duplicative. They should be combined administratively, if not physically, in the Center here in the Office of Training and Education, and their separate energies harnessed in such a way that the Agency presents one front to the academic world, fully exploits its research facilities to the benefit of training and the development of a literature of intelligence, and makes available to the Agency's rank and file the unique facilities of HIC.

This probably would result in a net saving of resources; even if it did not, the benefits to the profession would be worth the costs.

\* \* \* \* \*

In forwarding [ ] proposals for the future of the Historical Intelligence Collection to the Executive Director for

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consideration, the DCI observes that he does not wish to see the collection broken up and that he would like to review its role and that of other "cultural assets," such as Studies in Intelligence and the History Program, to see what value they have for the Agency, and how they fit together.

The DCI has a high regard for the Collection, which he visited most recently only a week ago. He has contributed to Studies in Intelligence and has been voluble in his praise of the journal. It is less certain that he has any sense of the relevance that Studies and other "cultural assets" have to the Agency's day-to-day life or the role they play--or could play--in erecting a scholarly underpinning for the profession.

In thinking about the Historical Intelligence Collection, the History Program, the Center for the Study of Intelligence and Studies in Intelligence the Coordinator for Academic Relations and even the Career Training Task Force's Academic Associates Program, we are talking about five or six congruent undertakings. None offers an immediate pay-off; all have an uneven track record.

Unlike the general library, which functions in the fashion of any public or university collection, the Historical Intelligence Collection is intended to be an expanding and active repository of books and periodicals on the craft of Intelligence--a reservoir, if you will, of "how to" and "how it was done." It is not unlike

a law library or other specialized collections--a fount of precedents and citations. It isn't of great interest to much of the Agency's population--but it is invaluable for the intelligence scholar, for the case officer who would avoid mistakes of the past and for the researcher who would track intelligence techniques and practices through the ages. The collection exists to be used; it may not be cost effective by ordinary standards, however, because its existence is unknown to many and it doesn't reach out to what probably is a broader potential audience that would use its resources if they were more highly publicized.

The History Program, long dormant, modest in size and little known to the rank and file, ought to complement the HIC's overt collection by producing classified studies of the DCIs, of important operations, including those that failed, and of complex R&D projects. Such studies, valuable in themselves, could then be used to write cases for instructional use by the Office of Training. Along with the divisional and component histories completed prior to 1974, when the program lapsed, the History Program has literally thousands of CIA and other US Government documents in its thirty-two 4-drawer safes. Many of these are uncatalogued. In our judgment, neither the several hundred component histories nor the document collection are being properly exploited. And yet what a potential goldmine for research and writing. The History Program should

be brought into the Agency's mainstream and harnessed so that it functions synergistically with the Historical Intelligence Collection and the Center for the Study of Intelligence in fostering the development of a literature of intelligence.

Established in 1975 as an adjunct of the Office of Training, a part of the Directorate of Administration, the Center has from the beginning had as one of its charges fostering such a literature. Although Studies in Intelligence is its principal means of doing so, the Center has published more than 40 monographs and special studies and currently is heavily engaged in preparing a demographic profile of the Agency and in drafting a study of the effects of finished intelligence on policy vis-a-vis the Vietnam conflict. Now in its 28th year, Studies has become a prestige journal--judging that manuscripts are submitted to it from throughout the community--with a steadily growing circulation throughout the US Government. Such has not always been the case; with the retirement over time of Agency officers of the generation and background of Sherman Kent, Abbot Smith, and others, fewer and fewer prospective authors were available or felt inclined to write for it. Three short years ago, the Editorial Board doubted the magazine's survival. Now, thanks to the zeal of that board and its editors, a new generation of analysts and case officers who are willing to write has been found and the Center is hard pressed to respond to telephone and mail requests for Studies.

So, too, the Center's conference/seminar program is thriving. Six conferences, on topics ranging from the Clerical Environment of the 1990s to Ethics and the Profession of Intelligence, were held in 1982-83. The Center's Inter-directorate Seminar, with 45 middle- and senior-level officers drawn from across all four directorates, is a uniquely successful undertaking; its members have freely sacrificed Friday nights on the eve of holiday weekends to participate. The only members ever to have dropped out did so because they were retiring!

Two of the reports summarizing conferences sponsored by the Center were inscribed on the Executive Committee's agenda in 1983--suggesting yet a further role for the Center, that of research team for the EXCOM and Agency management in general. The aforementioned demographic profile, for example, should prove helpful in the areas of recruiting, training, and career management.

The Center currently is planning a "Conference on US Intelligence; The Organization and Profession" for 30 university and college professors who offer their students courses on intelligence. The Center's purpose is to aid those professors in enriching their classroom presentations and to establish meaningful ties to academia.

The Coordinator for Academic Relations has a similar objective. Now located in the Office of Public Affairs, where it may suffer by association with an endeavor that is public relations oriented, the Coordinator has a wide range of

responsibilities--ensuring the participation of Agency officers in professional meetings, staying abreast of relevant campus research, fostering the Scholar-in-Residence and College Presidents Programs, etc. The Coordinator also seeks to respond to requests for Agency speakers to address college classes or civic groups anxious to hear from us.

To a lesser extent--and no more successfully--the Academic Associates, an adjunct of the Career Training Task Force and hence now a part of the Office of Personnel, have as their objective the cultivation of university and college professors who may be helpful in the Agency's recruiting efforts. If invited, they will lecture on campus, hoping thereby to stimulate applications to the Career Training Program. The record is mixed insofar as success is concerned. It was to assist them that the Center for the Study of Intelligence agreed to arrange its upcoming conference on the Profession of Intelligence.

In sum, then, while we are not talking about apples and oranges, we are talking about disparate and widely displaced undertakings that have different focuses even though one thread links them all: an educational purpose. The Historical Intelligence Collection, the History Program, the Center for the Study of Intelligence with Studies in Intelligence and a program of conferences and monographs, the Coordinator for

Academic Relations, and even the Academic Associates reach outward, stressing scholarship, research and the value of ideas.

They are Agency-wide in their thrust, although not all equally so because of location or for whatever reason.

The Historical Intelligence Collection is part of the Office of Central Reference, where at least one inspector found no cause for it to be. The History Program is part of the Executive Secretary's office. The Coordinator for Academic Relations is in the Office of Public Affairs. Studies in Intelligence, the Guest Speaker Program, and the Interdirectorate Seminar are part of the Center for the Study of Intelligence and located in the Office of Training.

Logic and economy of effort would dictate that all each might reinforce the others if they were all brought together under the umbrella of the Office of Training.

There would then exist a centralized direction to what currently are similar but separately directed efforts and a clear line of accountability upward to Agency management which would be in a position to task more effectively.

Moreover, all would benefit from the more immediate supervision of the Editorial Board of Studies in Intelligence, which already functions as a board of governors for the Center for the Study of Intelligence. The board comprises senior managers, from all four directorates including the Director of Training, and is chaired by the Agency's Executive Director.